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HIGHLIGHTS OF ACTION TAKEN DURING FISCAL YEAR 1951  
TO SOLVE MAJOR PROGRAM AND OPERATING PROBLEMS

1. The Agency's effort in the field of scientific intelligence has been made more effective through reorganization and competent personnel have been recruited to give coverage of the major scientific and technical fields which have implications upon our national security. This has improved understanding of scientific and technical activities overseas, particularly behind the iron curtain.
2. Increased effectiveness of the overseas procurement of maps by coordination of the map procurement program and by extension of exchange arrangements with foreign agencies.
3. Expanded an external research program to support intelligence production through non-governmental sources.
4. Established panels of high level industrialists and consultants in specific fields to advise the Agency on program planning and to provide industrial analysis.
5.
6. Under direction of the National Security Council an office was organized to perform in the fields of economic intelligence. Following this, CIA made a Government-wide economic intelligence survey and established the Economic Intelligence Committee. Studies were conducted to determine gaps in U. S. Government economic intelligence and a research program was instituted to fill existing gaps. Requirement directives have been adjusted to provide necessary information for a continuous economic intelligence program.
7. Reports and documents received for dissemination and the resultant increased volume of intelligence data indicates closer coordination among the IAC Agencies. This increased workload has been processed by better utilization of tabulating machines.
8. Priorities for collection in areas and by subjects were established based on more specific requirements of operating offices.
9. A Document Procurement Committee was established within the Agency to avoid duplication of procurement of periodicals.
10. Improvements in the evaluation of information reports have resulted from increased effort by IAC Agencies to perform better evaluations of these reports.

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11. Specific debriefings of IAC personnel and non-IAC personnel where appropriate has been pinpointed in order to avoid unnecessary general types of debriefings and to gather specific information based on firm requirements.
12. Greater decentralization of authority to operating offices together with ex post facto reviews has improved liaison procedures and control.

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14. [redacted] established during Fiscal Year 1951 has offered fertile opportunity for increased intelligence coverage.
15. Senior Representatives of the Director have been assigned to strategic field areas with the aim of coordinating and better supervising CIA field installations in contiguous areas. Key Agency officials have focused their attention upon field supervision. These steps plus the competence gained through experience have permitted more field delegations of authority, thereby expediting operations.
16. Direct Agency efforts together with the handling of unclassified translations through contractual arrangements has resulted in increased service, language coverage and speed.
17. Provisions have been made for emergency conditions by assembling mobile emergency monitoring stations packages, stockpiling technical equipment and parts, and establishing additional communications and communications reserves. In short, a complete emergency plan, including space provisions, stay behind arrangements and the storage of vital documents, has been developed.
18. Arrangements were made for the collection and technical examination of Soviet or Satellite items and prepared reports on the results of analysis. Improvements in this area have arisen largely as a result of centralized staff supervision.
19. Increased communications and monitoring facilities throughout the world and effected organizational and technological changes for improved service. These improvements include better systems for traffic analysis, protective radio techniques and inter-agency coordination.
20. Effected centralization of training with the establishment of an Agency component to develop, direct and coordinate all Agency training programs. Specific programs established include:

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- a. Multiple language training program using facilities of other Government agencies and universities.
  - b. Refresher courses for clerical personnel.
  - c. Orientation and indoctrination courses for Agency personnel given on a recurrent basis.
  - d. Planning for the institution of a Career Development Program aimed at the recruitment of high potential employees and the development of CIA employees as careerists in strategic intelligence.
  - e. CIA Intelligence School to produce on a continuing basis adequately grounded intelligence officers and a basic course for junior officers selected under the Career Development Program.
  - f. Through negotiation, established an increased quota of CIA students to attend several Defense Establishment Schools.
21. Developed and instituted an Agency Safety Program.
  22. Developed more effective procedures for administering personnel procedures, including medical and security processing.
  23. Selected areas affecting logistical planning were studied during the year with definite improvements in organization and administrative procedures. Effective liaison channels were developed to expedite procurement of supplies and equipment. A contract inspection system was established for follow-up liaison and compliance in connection with Agency contracts with commercial organizations.
  24. Published completely revised CIA Regulations, improving the content thereof.
  25. Reduced Agency's stock level of blank forms to minimum numbers through an extensive forms control survey.
  26. The budget analysis program was further developed to provide greater assistance to the operating offices in the formulation and execution of their financial requirements. Through the specialized assignment of qualified budget analysts, it has been possible to make available more adequate technical assistance to operating officials in expediting their budgetary requirements.
  27. Considerable progress was made in improving the system for the allotment and control of funds. Through revision of the allotment structure, the development of new methods for the analysis of fund requirements, and more adequate budgetary reporting it has been possible to provide a more effective system of budgetary control as an aid to management.

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28. Installed radio equipment in passenger carrying vehicles to effect better utilization thereof.
29. Consolidated major printing and reproducing facilities of the Agency in one building with resultant economy.
30. Established a complete Vital Materials Program for the Agency with special provisions for emergency situations.
31. Increased the emphasis upon the program for Records Management on an Agency-wide basis in order to avert future congestion.
32. Typical of accomplishments through the substitution of machines for manual operations are the following:
  - a. Preparation of tables of organization.
  - b. Physical inventory of stock accounts.
  - c. Stock record accounting procedures.
  - d. Unvouchered payroll, payroll checks and payroll accounting procedures.
  - e. Personnel locator files for emergency planning.
  - f. Agency telephone directory.
  - g. Personnel recruitment requirements and control.
  - h. Personnel statistical records.
  - i. Logistical studies.
  - j. Security clearance requests and reports.
  - k. Overseas field reports.
  - l. Applicant and employee qualification records.
33. In conformance with the Bureau of the Budget Circular A-43, surveyed the Agency's practices on paper conservation and effected desirable changes.

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